United Nations A/55/1024

General Assembly

Distr.: General
31 July 2001

Original: English

**Fifty-fifth session**
Agenda item 86

# Comprehensive review of the whole question of peacekeeping operations in all their aspects

## Report of the Special Committee on Peacekeeping Operations

*Rapporteur*: Mr. Hossam **Zaki** (Egypt)

## I. Introduction

1. The General Assembly, in its resolution 54/81 B of 25 May 2000, welcomed the report of the Special Committee on Peacekeeping Operations (A/54/839) and decided that the Special Committee, in accordance with its mandate, should continue its efforts for a comprehensive review of the whole question of peacekeeping operations in all their aspects and should review the implementation of its previous proposals and consider any new proposals so as to enhance the capacity of the United Nations to fulfil its responsibilities in that field.

2. In its report dated 4 December 2000 (A/C.4/55/6) (welcomed by the General Assembly in its resolution 55/135 of 8 December 2000), the Special Committee on Peacekeeping Operations decided to resume its consideration of the recommendations of the Panel on United Nations Peace Operations (A/55/305-S/2000/809) and the report of the Secretary-General on the implementation of those recommendations (A/55/502), at its regular session, to be held after the completion and submission of the comprehensive review; and requested the Secretary-General to report on the implementation of the recommendations contained in its report.

3. At its 162nd meeting, on 18 June 2001, the Special Committee elected the following representatives as the Committee's officers for a one-year term of office: Arthur C. I. Mbanefo (Nigeria), Chairman; Arnoldo M. Listre (Argentina), Michel Duval (Canada), Motohide Yoshikawa (Japan) and Waldemar Baranowski (Poland), Vice-Chairmen; and Hossam Zaki (Egypt), Rapporteur.

4. The Special Committee also discussed its organization of work and decided to establish an open-ended working group, to be chaired by Canada, to consider the substance of the mandate entrusted to the Committee by the General Assembly in its resolution 55/135.

## II. General debate and working group

5. At its 162nd to 164th meetings, on 18 and 19 June 2001, the Special Committee held a general debate on the matters before it.

6. In his statement before the Special Committee at its 162nd meeting, the Under-Secretary-General for Peacekeeping Operations introduced the report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United

01-46736 (E) 020801

Nations Peace Operations (A/55/977), and drew attention to the Secretary-General's proposals to enhance the United Nations capacity for peacekeeping by strengthening management, strategic planning and policy and capacity development in the Department of Peacekeeping Operations, capacities for rapid deployment, organizational structure and staffing and a system-wide capacity for information and analysis. The Under-Secretary-General urged the Special Committee to support those measures, which he believed were crucial for the Secretariat to respond swiftly, professionally and effectively to conflict.

7. The Under-Secretary-General underlined that, in order to make a positive impact, efforts to strengthen the Department would have to be accompanied by the willingness of the Security Council to do what is required to ensure that operations do not fail, and by the political will of Member States to match mandates with the human, material, financial and political support required. In that connection, he stressed the importance of a close partnership between the Secretariat, the Security Council and troop contributors.

8. During the ensuing general debate, many delegations underlined their continuing commitment to peacekeeping as an important instrument for the maintenance of international peace and security. Many delegations noted, however, that peacekeeping could not be a substitute for a permanent solution, nor could it resolve the underlying causes of a conflict. Many delegations reiterated that peacekeeping operations should strictly observe the principles and purposes enshrined in the Charter of the United Nations and called for respect for the basic peacekeeping principles, namely the consent of the parties, the non-use of force, except in self-defence, and impartiality.

9. Many delegations expressed their commitment to strengthening United Nations peacekeeping and called on the Committee to ensure that the Organization had the full capacity to effectively plan, deploy and manage operations and a capacity to react quickly to a sudden surge in new missions or activities. In that context, many delegations welcomed the submission of the report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations. While noting that the implementation of the reforms proposed by the Secretary-General could significantly strengthen United Nations peacekeeping, many delegations also underlined that political will was critical to its success and urged that Member States take steps to bridge the commitment gap with regard to personnel and equipment. At the same time, many delegations sought further clarification and information on a number of specific proposals within the report.

10. Many delegations urged that consultations between troop-contributing countries, the Secretariat and the Security Council be strengthened, and called for the adoption of measures beyond those provided for in Council resolution 1353 (2001). Other delegations emphasized the positive steps incorporated in the resolution and the ongoing review process and proposed that the Special Committee welcome resolution 1353 (2001) as an improvement in the existing mechanism of cooperation with the troop-contributing countries.

11. Many delegations stressed that all Member States must meet their obligations under the Charter and pay their assessed contributions to the Organization in full, on time and without conditions.

12. Many delegations broadly supported the recommendations contained in the report of the Secretary-General and encouraged him to implement those measures that are under his purview in order to improve significantly the performance of the Department of Peacekeeping Operations through changes in its structure, systems and procedure.

13. Many delegations endorsed the need expressed in the report of the Secretary-General for additional resources, as well as the better use of existing ones, in order to improve the functioning of the Department of Peacekeeping Operations. The same delegations underlined the need for an enhanced use of information technology.

14. With regard to the selection of mission leadership, many delegations reiterated that all candidates must be interviewed irrespective of the existence of on-call lists. Many delegations expressed the view that appointment of candidates to senior positions in the field should reflect the respective levels of contribution to that force. Many delegations welcomed the ongoing work to improve the selection process of future mission leadership, so that potential mission leaders would be closely involved in the planning process of a new mission.

15. With regard to issues of organizational structure, many delegations noted with interest the proposed creation of a peacekeeping strategic planning unit and the post of Director of Strategic Planning and Management but requested further clarification on the terms of reference of the position. Many delegations suggested that the terms of reference of the Unit should be limited to mandated operations. Many other delegations welcomed the proposed strengthening of the Peacekeeping Best Practices Unit and its renaming of it to the Peacekeeping Strategic Planning Unit as well as the creation of the post of Director of Strategic Planning and Management. Many delegations requested further clarification on the rationale behind the proposal for a third Assistant Secretary-General position. Many delegations supported the proposed upgrading of the Mine Action Service to Division status and its head to the Director level.

16. Many delegations supported the establishment of standard practices, guidelines, handbooks and standard operating procedures as well as the establishment of a small new unit in the renamed Office of Mission Support to assist in developing an overall policy guidance. The same delegations welcomed the creation of a Contact Management Section within the proposed Logistic Support Division.

17. Many delegations supported an enhancement of the role and the strengthening of the Situation Centre with a view, in particular, to allowing it to function as a joint operation centre during times of crisis.

18. Many delegations supported the Secretary-General's proposal to establish a new unit for system-wide policy and analysis in order to improve the coordination and information-sharing within the United Nations system. While many delegations welcomed the opportunity to further discuss the terms of reference, structure and membership of such a capacity, they remained unconvinced of the need for the proposed alternative to the Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security.

19. Many delegations expressed the view that peacekeeping activities could be made more efficient through increased delegation to the field based on proper policies and guidance from Headquarters, while other delegations voiced concerns regarding the possible implications of such a decision. Many delegations also called for standardization of planning and conduct procedures and clear definitions of chains of command and decision-making. Many delegations welcomed consultations by the Secretariat on the sample rules of engagement and requested that they be resubmitted to Member States prior to their finalization. Many delegations emphasized that United Nations rules of engagement must be uniformly observed by all United Nations contingents participating in a mission.

20. Many delegations stressed the importance of coordination at every level, both at Headquarters and in the field. In that regard, many delegations welcomed progress made to improve coordination, including the small-scale version of the first Integrated Mission Task Forces, encouraging the Secretariat to take steps towards the implementation of a full Integrated Mission Task Forces. In the context of strengthening the Department of Peacekeeping Operations' links with other relevant parts of the United Nations system, many delegations stressed that the departments engaged in peacekeeping support needed sufficient resources.

21. With regard to the Secretary-General's bulletin on observance by United Nations forces of international humanitarian law (ST/SGB/1999/13), many delegations renewed their call for further deliberations leading to a review of the issue.

22. Many delegations expressed the view that, in cases of suspected misconduct of peacekeepers, Member States concerned should be represented in the investigation to help ensure that those individuals would stand trial or face court martial in their home country and that the court in question would give the fullest consideration to the results of a United Nations investigation.

23. Many delegations considered the safety and security of United Nations and associated personnel a matter of the utmost priority, and urged that further measures be developed by the Department of Peacekeeping Operations in cooperation with the United Nations Security Coordinator, as appropriate. In that regard, many delegations insisted that staff should receive pre-mission and in-the-field training on safety and security and should be dispatched only with adequate security equipment.

24. In regard to train-the-trainers courses, many delegations noted that, while there was a need for training under specific conditions, trainers should be

trained prior to their arrival in theatre in order to ensure the cohesiveness of units.

25. Many delegations emphasized the need to maintain the status of the Military Adviser. Many other delegations welcomed the upgrading of the rank of the Civilian Police Adviser, considering the increasing role of civilian police in peacekeeping operations, and called for closer cooperation between the Military Adviser's Office and the Civilian Police Division. With regard to the representation of active-service military and civilian police officers in the Department of Peacekeeping Operations, many delegations urged a re-examination of and an increase in the number of posts currently accorded to active service personnel out of the total number of posts allotted by the General Assembly.

26. Many delegations expressed their support for the creation of a unit for criminal law and judicial affairs to, inter alia, train law enforcement personnel in domestic law prior to their deployment and to advise them while conducting their mission. The same delegations supported the development of an interim criminal procedure code and requested that it be finalized.

27. Many delegations underlined the need for more resources to be allocated in order to address gender issues in peacekeeping and expressed their support for the inclusion of a number of gender experts in the Peacekeeping Strategic Planning Unit.

28. Many delegations welcomed the "principles and guidelines for United Nations civilian police operations" and stated that they looked forward to the prompt publication of those guidelines by the Secretariat.

29. Many delegations stated that the Secretariat should work towards the 30/90-day deployment timelines for peacekeeping operations, took note of the proposals to enhance deployment capacity presented in the report of the Secretary-General, expressed their support for the concept of a strategic reserve at the United Nations Logistics Base, and sought further information. Many delegations supported the medium strategic reserve option and stressed, at the same time, that the entire investment for strategic reserve would be meaningless unless the issue of a strategic air/sea lift capacity was properly addressed.

30. Several delegations expressed support for the reform of the United Nations Standby Arrangement System (UNSAS) and looked forward to further collaboration with the Secretariat to reinforce the system and make it more operational. Views were expressed in support of the creation of coherent brigade-size forces as a key component to meet the 30/90-day deployment timeline.

31. Many delegations expressed deep concern that delays in reimbursements of contingent-owned equipment continued to cause hardship for troop and equipment-contributing countries, and might affect their ability to participate in peacekeeping, particularly since those delays in the payment of arrears had increased significantly under the wet lease agreement in the preceding 18 months. Many delegations queried the current policy for contingent-owned equipment reimbursement under wet and dry lease arrangements, respectively, and suggested that the effectiveness of placing transportation for resupply under a dry lease arrangement should be examined further.

32. Many delegations suggested that developing countries should be exempt from bearing the cost of immunization of their troops serving in peacekeeping operations as such costs have an increasingly substantial financial impact on budgets.

# III. Proposals, recommendations and conclusions

## A. Introduction

33. The Special Committee on Peacekeeping Operations, in making its recommendations, reaffirms the purposes and principles enshrined in the Charter of the United Nations.

34. The Special Committee reaffirms that the primary responsibility for the maintenance of international peace and security rests with the United Nations, in accordance with the Charter, and affirms that peacekeeping continues to be one of the key instruments available to the United Nations in discharging that responsibility. The mandate of the Special Committee, as the only forum in the United Nations to review comprehensively the whole question of peacekeeping operations in all their aspects, including measures aimed at enhancing the capacity of the Organization to conduct peacekeeping operations,

uniquely enables it to make a significant contribution to issues and policy relating to peacekeeping operations. It encourages other bodies, funds and programmes of the United Nations to avail themselves of the Special Committee's particular perspective on peacekeeping operations.

35. Noting that, during the past two years, there has been a sudden surge in peacekeeping efforts of the United Nations in different parts of the world requiring participation by the Member States in various activities, the Special Committee considers it essential for the United Nations to be in an effective position to maintain international peace and security, inter alia, by improving the capacity to assess conflict situations, by effective planning and management of peacekeeping operations, and by responding quickly and effectively to any Security Council mandate.

36. Since the end of the cold war, there has been an increase in the number of complex peacekeeping operations. The Special Committee takes note that the Security Council has recently mandated peacekeeping operations which, in addition to the traditional tasks of monitoring and reporting, have included a number of other mandated activities. In that regard, the Special Committee stresses the importance of an effective Department of Peacekeeping Operations that is structured efficiently and staffed adequately.

37. The Special Committee pays tribute to the high level of professionalism, dedication and courage displayed by the men and women who have served and continue to serve in peacekeeping operations. Particular tribute is due to those who have given their lives for the maintenance of peace and security.

38. The Special Committee stresses the importance of consistently applying the principles and standards it has set forth for the establishment and conduct of peacekeeping operations, and also emphasizes the need to continue to consider those principles, as well as peacekeeping definitions, in a systematic fashion. New proposals or conditions concerning peacekeeping operations should be discussed in the Special Committee.

## B. Guiding principles, definitions and implementation of mandates

39. The Special Committee stresses that peacekeeping operations should strictly observe the principles and purposes enshrined in the Charter of the United Nations. It emphasizes that respect for the principles of sovereignty, territorial integrity and political independence of States and non-intervention in matters that are essentially within the domestic jurisdiction of any State, is crucial to common efforts, including peacekeeping operations, to promote international peace and security.

40. The Special Committee believes that respect for the basic principles of peacekeeping, such as the consent of the parties, impartiality and the non-use of force except in self-defence, is essential to its success.

41. The Special Committee holds the view that peacekeeping operations should not be used as a substitute for addressing the root causes of conflict. Those causes should be addressed in a coherent, well-planned, coordinated and comprehensive manner with political, social and developmental instruments. Consideration should be given to ways in which those efforts can continue without interruption after the departure of a peacekeeping operation, so as to ensure a smooth transition to lasting peace and security.

42. The Special Committee stresses that the Security Council's primary responsibility is the maintenance of international peace and security, pursuant to Article 24 of the Charter of the United Nations. The Special Committee notes the statements by the President of the Security Council of 29 December 1998 (S/PRST/1998/38) and 20 February 2001 (S/PRST/2001/5) with regard to the inclusion, as appropriate, of peace-building elements in the mandates of peacekeeping operations, with a view to ensuring a smooth transition to a successful post-conflict phase. The Special Committee stresses the importance of those elements being explicitly defined and clearly identified before they are incorporated into the mandates of peacekeeping operations, whenever appropriate. The Committee emphasizes the role of the General Assembly in the formulation of post-conflict peace-building activities.

43. The Special Committee continues to stress the importance of peacekeeping operations being provided with clearly defined mandates, objectives and command structures, as well as secure financing, in support of efforts to achieve peaceful solutions to conflicts. It also stresses the need to ensure, in the formulation and implementation of mandates, congruity between mandates, resources and objectives.

It emphasizes further that, when changes are made to existing mandates, commensurate changes should be made to the resources available to the peacekeeping operation to carry out its new mandate. Changes in a mandate during a mission should be based on a thorough and timely reassessment by the Security Council, including military advice, of the implications on the ground. The Committee also believes that such changes in mandates should occur after full discussion between contributing countries and the Council.

44. The Special Committee stresses the need to ensure the unity of command of United Nations peacekeeping operations. It recalls that the overall political direction and control of United Nations-mandated peacekeeping operations devolves upon the Security Council, while their execution remains the responsibility of the Secretary-General.

## C. Cooperation with troop-contributing countries

45. The Special Committee, recalling paragraphs 9 to 12 of its report (A/C.4/55/6) and Security Council resolutions 1327 (2000) and 1353 (2001), requests the Security Council to consider the possibility of implementing the recommendations of the Panel on United Nations Peace Operations pertaining to the strengthening of cooperation between troop-contributing countries, the Council and the Secretariat and give serious and timely consideration to proposals for a new mechanism of consultations between the Council and troop-contributing countries. The Special Committee looks forward to a dialogue with the Working Group of the Security Council in this regard.

## D. Enhancing the capacity of the United Nations for peacekeeping

46. The Special Committee welcomes the issuance of the report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations (A/55/977), containing the findings of the first in-depth and comprehensive review of the Department of Peacekeeping Operations. In this regard, the Special Committee encourages the Secretariat to conduct a regular and systematic review of the Secretariat's capacity.

47. The Special Committee recognizes the need to further strengthen the capacity of the Department of Peacekeeping Operations to undertake its core functions and, especially, to reinforce management, planning, and mission support.

### 1. Management

48. The Special Committee stresses the importance it attaches to strengthening the Office of the Under-Secretary-General with a capacity dedicated to management issues, particularly for mid- to long-term managerial planning, evaluating and improving the performance of different services and units of the Department of Peacekeeping Operations, and improving the Department's management practices and culture. The Special Committee, in this regard, recommends the creation of the position of Director for Management, in the Office of the Under-Secretary-General for Peacekeeping Operations. The Director should also supervise the work of the restructured Peacekeeping Best Practices Unit. Furthermore, the Special Committee recognizes the need to strengthen the front offices of the respective assistant secretaries-general.

49. The Special Committee takes note of the relevant part of the report of the Secretary-General (A/55/977) on problems in management or organizational culture of the Department of Peacekeeping Operations and requests the Secretary-General, when submitting a budget proposal, to provide preliminary information on specific measures taken to address these problems.

50. The Special Committee welcomes the steps being taken to ensure that the managers in the Department of Peacekeeping Operations give greater attention to performance appraisals.

### 2. Strategic planning

51. The Special Committee believes it is essential for the Department of Peacekeeping Operations to be able to develop generic guidelines, procedures and best practices for the medium- and long-term needs of United Nations peacekeeping and to ensure greater coherence among the core entities within the Department as well as other relevant entities outside the Department.

52. The Special Committee further believes that a key requirement for meeting the future needs of peacekeeping operations is the ability to incorporate lessons learned from past and ongoing peacekeeping operations as part of the planning process.

53. The Special Committee recommends that the capacity and the scope of the Peacekeeping Best Practices Unit should be strengthened and its mandate broadened, as proposed by the Secretary-General.

54. The Special Committee concurs with the recommendation that the Peacekeeping Best Practices Unit should be represented, as appropriate, in the Integrated Mission Task Forces in order to ensure that lessons learned and best practices from previous operations are incorporated into planning for new missions.

55. The Special Committee recommends that the restructured Peacekeeping Best Practices Unit be given a name that reflects its responsibilities better than the one proposed in the report.

### 3. Policy and capacity development

56. The Special Committee supports the focus in the report of the Secretary-General on strengthening policy and capacity development in order for the Department of Peacekeeping Operations to better undertake its core functions.

57. The Special Committee concurs with the Secretary-General that additional resources need to be allocated to enable the Department of Peacekeeping Operations to dedicate the requisite attention and give the necessary priority to policy and capacity development and, in this regard, supports the strengthening of the elements of the Department listed in paragraph 77 of the report of the Secretary-General. The Committee also welcomes the Secretary-General's proposal to create a small new unit in the Office of Mission Support, to ensure the functions referred to in paragraph 79 of the report of the Secretary-General. In this regard, the Committee stresses that training of civilian personnel in the Department of Peacekeeping Operations should be done in coordination with the Office of Human Resources Management.

58. The Special Committee believes that due regard should be given to the importance attached in General Assembly resolution 55/207 to the development of a common management culture in the United Nations system, in the framework of the United Nations Staff College in Turin, Italy.

### 4. Operational planning and Integrated Mission Task Forces

59. The Special Committee reiterates the importance of establishing a coordinating mechanism to respond to complex challenges to international peace and security, and welcomes the steps taken by the Department of Peacekeeping Operations aimed at improving its coordination and cooperation through the establishment of Integrated Mission Task Forces (IMTFs). The Special Committee therefore calls upon the Secretariat to fully embrace the IMTF concept. It reiterates that the individual entities participating in the task forces should continue to be guided by their respective mandates, should be responsible to their governing bodies and should participate in the task forces without detriment to their core functions.

60. The Special Committee recommends an increase in the capacity of the Office of Operations, to provide sufficient depth to give due attention to all the attendant responsibilities associated with mission planning and support. This should better enable the Secretariat to consult Member States and troop-contributing countries.

### 5. Mission leadership and in-mission planning

61. The Special Committee stresses the importance of having the entire leadership of a mission assembled at United Nations Headquarters as early as possible in order to enable them to participate in key aspects of the mission-planning process at Headquarters and subsequently in the field. However, the Special Committee is concerned over the practicality of having potential leaders of mission as the heads of future IMTFs. The Committee, while stressing further the importance of having the Secretariat provide comprehensive and continuous operational and strategic guidance for the mission leadership, recognizes the efforts of the Secretariat to develop a "mission headquarters orientation programme".

62. In order to accelerate the selection process, the Special Committee recognizes the need for Member States to submit the names of persons interested in being considered for appointment to the posts of Special Representative, Special Envoy and other civilian leadership positions within the coming year. It

takes note of the review process of the Senior Appointments Group in order to maintain an up-to-date roster, and encourages the Secretariat to enable countries to provide alternative candidates if the selected person is unavailable.

### 6. Mission support

63. The Special Committee supports the "task team" approach to mission support and encourages the Secretary-General to ensure greater communication and coordination between the Office of Operations, the Office of Mission Support, the Military Division and the Civilian Police Division. It welcomes, in this regard, the physical collocation, to the extent practicable, of staff of the Department of Peacekeeping Operations in order to facilitate this approach.

64. The Special Committee recommends that the Situation Centre be made responsible for producing comprehensive fact sheets and written status reports in support of the Department's reporting requirements to the legislative organs and for troop-contributing country meetings. These should be supplemented during times of crises, by military and political assessments made available by the Office of Operations on a timely basis. The Committee recognizes that enhancing the capacity of the Situation Centre is vital to strengthening the overall coordination role assigned to the Office of Operations. In this regard, it agrees that such an enhancement requires additional resources as well as training for the staff.

### 7. Rapid deployment

65. The Special Committee urges the Secretariat to continue to work towards the goal of being able to deploy peacekeeping operations within 30 days after the adoption of a United Nations mandate and to deploy complex peacekeeping operations within 90 days after the adoption of a mandate.

66. The Special Committee notes the Secretary-General's presentation of three options to enhance the organization's rapid and effective deployment capacities. The Special Committee endorses the concept of a strategic reserve at the United Nations Logistics Base. In this regard, it takes note of the Secretary-General's assessment that, of the three options proposed, the medium strategic reserve is the most appropriate and practical one. The Special Committee also believes that in preparing a detailed budget proposal on this or other possible options, the Secretariat should benefit from a dialogue with Member States in order to develop a common understanding of financial, equipment and personnel requirements to meet set deployment objectives.

67. In this regard, the Special Committee recalls paragraph 142 of its report (A/54/839) of 20 March 2000 and reiterates that contingent-owned equipment (COE) is an indispensable element in an effective United Nations rapid deployment capability. The Committee concurs with the Secretary-General's assessment in paragraph 127 of his report that the rapid deployment time frame can only be achieved by the provision of fully self-sustaining and completely self-sufficient troops provided by Member States, in accordance with the current contingent-owned equipment procedures.

68. The Special Committee attaches great importance to the timely availability of strategic air and sea lift to enhance the rapid deployment of peacekeeping missions. It encourages the Secretariat to investigate and forward recommendations on how strategic lift can be better prearranged. The Special Committee welcomes the attention given to this issue in the letter dated 19 March 2001 from the Under-Secretary-General for Peacekeeping Operations to the Permanent Representatives of all Member States on enhancing the standby arrangements system.

69. The Special Committee supports the ongoing efforts to enhance and strengthen the United Nations Standby Arrangement System (UNSAS) with a view to realizing its full and effective utilization. The Special Committee looks forward to consultations between Member States and the Secretariat in the further elaboration of mechanisms aimed at improving the system, including through the creation of "on-call" lists for military and civilian police personnel.

70. The Special Committee supports the further development of pre-mandate commitment authority given to the Secretary-General prior to a mission's full authorization by the Security Council and following the procedure as set out in paragraph 119 of the report of the Secretary-General (A/55/977), entailing close consultations with both the Security Council and the Advisory Committee on Administrative and Budgetary Questions.

### 8. Recruitment processes for civilian staff in peacekeeping operations

71. The Special Committee recognizes the need to fully remedy the unique challenges of staffing peacekeeping missions, and therefore supports the proposal to create a new section in the restructured Personnel Management and Support Service to undertake civilian workforce planning and analysis; expand the sources of recruitment; expedite and enhance the effectiveness of recruitment; manage the rapid civilian deployment capability and manage the careers of civilian staff in peacekeeping operations.

72. The Special Committee looks forward to the further development and wider use of the Galaxy Project, to standardize the process of recruiting civilian personnel for peacekeeping operations and to provide for greater transparency.

73. The Special Committee reiterates its recommendation that the staffing procedures in use by the Secretariat be kept under review to ensure that the process adequately supports the particular demands of rapid deployment.

74. The Special Committee recognizes the benefits of further delegation of recruitment authority to the field in terms of enhancing efficiency, but it also stresses that such reform necessitates proper policy guidelines and monitoring mechanisms, as well as adequately trained and experienced human resources staff.

75. The Special Committee believes that greater mobility of personnel, especially between Headquarters and the field, is required for improvement of the management and planning capacities of the Department of Peacekeeping Operations.

### 9. Organizational structure

76. The Special Committee endorses the previous separation of the Civilian Police Division from the Military Division.

77. Given the importance of civilian police in current peacekeeping operations, the Committee could support the upgrading of the Civilian Police Adviser in the context of a rationalization of the rank structure of the Civilian Police Division. In this regard, the Committee takes the view that the position of the Civilian Police Adviser should be filled by an officer of an appropriate rank, commensurate with the seniority and experience requirements and the role and responsibilities of the post.

78. In supporting the further strengthening of the Civilian Police Division, the Special Committee supports the creation of a limited capability in the Division to assist on criminal law and judicial issues that are relevant to the use of civilian police, with the appropriate mandate, in United Nations peacekeeping operations.

79. The Special Committee supports the recommendation to upgrade the Mine Action Service to a Division, and that its head should be at the Director level.

80. The Special Committee remains unconvinced about the exact role of a third assistant secretary-general as proposed by the Secretary-General. The Committee would not wish to see the role of either the Military Adviser or the Civilian Police Adviser diminished with the creation of a third assistant secretary-general. The Special Committee requests the Secretary-General to elaborate on the case for a third assistant secretary-general in his next report.

81. The Special Committee supports the reorganization of the Field Administration and Logistics Division. It further supports the recommendation to create two separate divisions within a new Office of Mission Support, one for Administrative Support and one for Logistics Support, but does so on the clear understanding that it will result in visible improvements in coordination both in the Secretariat and in the field. It also supports the establishment of a Contracts Management Section within the proposed Logistics Support Division in order to strengthen the capacity for procurement planning, bearing in mind the need to avoid possible duplication. The Committee also recommends that active service military officers be included in the reorganized Office of Mission Support.

82. The Special Committee is concerned that the newly created Office of Mission Support lacks the necessary personnel resources to expeditiously handle claims for troop and equipment reimbursements. The Special Committee strongly reiterates its recommendation, as contained in paragraph 35 of its previous report (A/C.4/55/6), regarding the need for additional personnel for the Claims and Information Management Section of the Finance Management and

Support Service and urges the Secretariat to take remedial action as a matter of urgency.

**10. Baseline staffing levels**

83. The Special Committee stresses the need, as indicated in the Report of the Secretary-General (A/55/977), to provide the Department of Peacekeeping Operations with, inter alia the following:

(a) A solid management infrastructure;

(b) Effective "best practices and lessons learned" capacities;

(c) Significantly enhanced policy and capacity development capabilities;

(d) The establishment and maintenance of a solid operational planning infrastructure;

(e) Depth in its resource base to dedicate sufficient time to operational planning and mission support;

(f) A capability to provide the first line of response to operational exigencies.

The Committee supports the need for additional personnel and resources and requests that the Secretariat submit a detailed post-by-post justification for consideration and approval by the competent bodies of the General Assembly. The Special Committee stresses that the budget submission should reflect a rigorous analysis of needs and should also fully reflect the proposals, recommendations and conclusions of the Special Committee as contained in the present report.

84. The Special Committee in this regard reaffirms paragraphs 70 and 78 of its report dated 20 March 2000 (A/54/839), paragraphs 36 to 38 of its report dated 4 December 2000 (A/C.4/55/6) and takes note of General Assembly resolution 55/258 of 14 June 2001 on human resources management.

## E. Need for enhanced interrelationships with other parts of the Secretariat

85. The Special Committee recognizes the importance of the links between the Department of Peacekeeping Operations and other relevant parts of the United Nations and holds the opinion that Departments and Offices that play a role in peacekeeping support should have sufficient resources. In this context, the Special Committee invites the competent organs of the United Nations to make the appropriate resources available to these Departments and Offices to enhance this relationship and provide efficient support for peacekeeping operations on the basis of proper budgetary justification.

## F. Security management system: Department of Peacekeeping Operations and Office of the United Nations Security Coordinator

86. The Special Committee is gravely concerned about the growing number of attacks and acts of violence against United Nations and associated personnel, and stresses the need for host countries and others concerned to take all appropriate steps to ensure their safety and security. In this context, the Special Committee takes note of the entry into force of the Convention on the Safety of United Nations and Associated Personnel and urges those States which have not yet done so to consider becoming parties to the Convention as soon as possible.

87. The Special Committee reaffirms that, in accordance with international law and international humanitarian law, all parties to a conflict where a United Nations operation is deployed, including non-State actors and/or bordering States, bear special responsibility for the safety and security of United Nations and associated personnel engaged in that operation.

88. The Special Committee reiterates the need to explore the possibilities for further ensuring the safety and security of United Nations and associated personnel and in this context takes note of the issuance of the report of the Secretary-General on the scope of legal protection under the Convention on the Safety of United Nations and Associated Personnel (A/55/637), which will be considered by the Sixth Committee at its fifty-sixth session.

89. The Special Committee emphasizes that status-of-forces agreements and status-of-mission agreements should include specific and practical measures to enhance personnel safety and security, based on the provisions of the Convention.

90. The Special Committee welcomes the comprehensive review of security requirements in

peacekeeping missions, but remains seriously concerned about the apparent deficiencies in the current system. With respect to safety and security, it notes the importance of better information collection, analysis, and dissemination at Headquarters and in the field. The Committee urges the Department of Peacekeeping Operations and the United Nations Security Coordinator to pursue this matter as a priority. It further stresses the importance of Member States and the Secretariat sharing "best practices" relating to safety and security. It also stresses that attention to this issue of safety and security must be paid during the planning phase of a peacekeeping operation. In this regard, it requests the Secretary-General to include in his next report to the Special Committee steps taken to address the above-mentioned concerns.

91. Recalling paragraph 12 of the report of the Special Committee (A/C.4/55/6), the Special Committee reiterates its requests that the Secretariat provide Member States with security briefings in a timely and comprehensive manner, which should, as a general rule, be accompanied by written briefs.

92. The Special Committee invites the Security Council, in view of its responsibilities, to pay special attention to the security and safety of United Nations and associated personnel engaged in peacekeeping operations, in particular when considering the establishment of a new operation or change in peacekeeping mandates. Similarly, the Secretariat must consider the safety and security of personnel in the mission planning phase of an operation.

93. The Special Committee recommends that, in order to enhance the security and safety of United Nations and associated personnel in the areas where peacekeeping operations are deployed, the United Nations Secretariat and Member States must accept responsibility for the improved preparation of personnel in this regard. It emphasizes that the personnel participating in United Nations peacekeeping operations should be better trained so that they can respond properly to emergencies and avoid accidents. In this connection, the Committee considers that the following measures should be taken:

(a) Pre-mission training: Member States as well as the Secretariat should give priority to the question of safety and security in the pre-mission training of their personnel, especially civilian personnel;

(b) In-the-field training: heads of mission have a direct responsibility for the delivery of orientation programmes which must identify environmental and operational threats to a mission, and should ensure that all mission personnel, both military and civilian, receive thorough orientation and in-the-field training regarding their safety and security. Particular attention should be paid to civilians who have not received training opportunities beforehand;

(c) Efforts currently under way, such as standardization and evaluation of peacekeeping training, should give adequate attention to the aspect of safety and security. The Committee welcomes the final draft of the mission orientation programmes in this regard.

94. The Special Committee emphasizes the vital importance of all peacekeeping personnel receiving security briefings upon arrival in the mission area. Mission authorities must ensure that peacekeepers are thoroughly briefed on major potential threats associated with the environment and that they are given specific guidelines for avoiding hazardous situations.

95. The Special Committee reaffirms the important role that public information plays in ensuring the safety and security of United Nations and associated personnel by increasing the local population's understanding of the objectives and purposes of the mission. In this regard, it notes the positive role played by the Trust Fund to support public information and related efforts in United Nations peacekeeping operations.

96. The Committee considers that the United Nations capacity to enhance the safety and security of United Nations and associated personnel should be strengthened both at Headquarters and in the field.

97. The Special Committee, stressing the critical role played by the Department of Peacekeeping Operations Air Safety/Transport Unit regarding safety awareness and accident prevention within United Nations peacekeeping operations, welcomes the International Civil Aviation Organization's review of United Nations peacekeeping air operations and supports the implementation of its relevant recommendations concerning the safety and security of United Nations peacekeeping personnel. The Special Committee is concerned about the standards of United Nations-chartered aircraft contracted for the transportation of

United Nations peacekeepers and calls upon the Secretariat to take remedial measures in this regard.

## G. System-wide information and analysis

98. The Special Committee recognizes that the proper conduct of United Nations peacekeeping operations needs to be underpinned by a capability to analyse information relevant to each operation, which originates from the field or is available from public sources, and to disseminate its analysis to senior mission leadership, troop-contributing countries and, as appropriate other countries involved in the operation. This capability should benefit from the maximum amount of transparency both in the gathering of information and the dissemination of subsequent analysis. Furthermore, the tasking emanating from this capability should not extend beyond the mission leadership. Such a capability, when effectively utilized, especially in the decision-making process at all levels, could also contribute to the enhancement of the safety and security of United Nations personnel in the field.

99. The Special Committee recommends that this capability not be established in support of the Executive Committee on Peace and Security and requests the Secretary-General to consider placing it within the Department of Peacekeeping Operations or in his Executive Office. The Special Committee also recognizes the important role that information technology can play in the effective management and dissemination of information. In this regard, the Committee requests the Secretariat to revisit the concept of establishing information technology systems in support of the proposed analytical capability. The Committee requests that these issues be addressed by the Secretary-General in his report for consideration as soon as possible but no later than its next regular session.

## H. Gender and peacekeeping operations

100. The Special Committee takes note of the adoption of Security Council resolution 1325 (2000) of 31 October 2000 and General Assembly resolution 55/71 of 4 December 2000, which call for urgent attention to mainstreaming a gender perspective into peacekeeping operations. The Committee encourages continued attention to training on gender awareness and gender mainstreaming for peacekeeping personnel at Headquarters and in the field, focusing particularly on the human rights of women and children and their special needs in conflict and post-conflict situations.

101. The Committee takes the view that the Department of Peacekeeping Operations should ensure that issues relating to gender in the field are properly addressed both in the field and at Headquarters. To this end, the Committee takes the view that the work of gender focal points, who are to be at sufficiently senior levels and in the operations where they are needed, should have the proper back-up in the Secretariat. It stresses the need for reporting from the Secretary-General on how gender mainstreaming is implemented in the field.

## I. Cooperation with regional arrangements

102. Bearing in mind the primacy of the United Nations in the maintenance of international peace and security, the Special Committee reaffirms the important contribution that regional arrangements and agencies can make to peacekeeping, in accordance with chapter VIII of the Charter of the United Nations, where appropriate and when the mandate and scope of regional arrangements and agencies allow them to do so.

103. The Special Committee emphasizes that, in accordance with article 53 of the Charter, no enforcement action shall be taken under regional arrangements or by regional agencies without the authorization of the Security Council. Furthermore, the Council shall at all times be kept fully informed of the activities undertaken or contemplated by regional arrangements or regional agencies for the maintenance of international peace and security.

104. The Special Committee urges the strengthening of cooperation between the United Nations and relevant regional arrangements and agencies within their respective mandates, scope and composition to enhance the capabilities of the international community in the maintenance of international peace and security. It appreciates the possibility of the practical realization of such cooperation at the regional and subregional levels and encourages the Secretary-General to take concrete steps towards that end. In that regard, the Committee takes note of the successful cooperation between the

United Nations and a number of regional and subregional arrangements and agencies.

105. The Special Committee recognizes the need to strengthen cooperation between the United Nations and regional organizations; however, as pointed out by the Secretary-General in paragraph 89 of his report on the implementation of the recommendations of the Special Committee on Peacekeeping Operations (A/54/670), it should be borne in mind that, regardless of the arrangements made within any particular mission, cooperation between the United Nations and regional organizations inevitably poses considerable challenges, which cannot be solved without ongoing efforts by the international community. The Special Committee reiterates its recommendation that the Secretary-General elaborate in his next progress report on how these challenges can best be confronted.

106. The Special Committee stresses that cooperation between the United Nations and relevant regional arrangements and agencies in the context of peacekeeping must abide by the letter and spirit of chapter VIII of the Charter. Such cooperation must also take into account the existing instruments and mechanisms operating in each of the regional arrangements and agencies concerned.

107. The Special Committee holds the view that efforts aimed at enhancing the capacity of African countries in the various aspects of peacekeeping are complementary to the obligations of all United Nations Member States under the Charter with regard to their contribution to maintaining peace and security in Africa, and are not intended to replace or reduce engagement of non-African countries in peacekeeping operations on the continent.

108. The Special Committee stresses that international efforts aimed at enhancing the collective capacity of African countries to participate in peacekeeping operations should focus on enhancing the institutional capacity of the Organization of African Unity (OAU, shortly to become the African Union (AU)) and in particular its Mechanism for Conflict Prevention, Management and Resolution, through the provision of financial and technical assistance. In this connection, the Committee underlines the relevance and importance of the OAU/AU Peace Fund, and urges Member States to contribute to it.

109. The Special Committee encourages Member States to contribute to current efforts aimed at enhancing the participation of African countries in peacekeeping operations, inter alia, through partnerships between States, and with OAU/AU and subregional organizations in the fields of training, logistics, equipment and financial support. The Special Committee reiterates its view that the United Nations, in consultation with OAU/AU and with the cooperation of Member States, should play an active role, especially in coordinating all those efforts and urges Member States to contribute to the Trust Fund established by the Secretary-General for that purpose. It also encourages Member States to provide financial and other support to the current study of peacekeeping operations conducted by African subregional organizations.

110. The Special Committee looks forward to the establishment of a group on the enhancement of African peacekeeping capacity, which was proposed by the Secretariat in August 1998. The Committee urges the Secretariat to continue its consultations with all interested Member States on the terms of reference of the group with a view to establishing it in a timely manner.

111. The Special Committee takes note with appreciation of the increasing cooperation between the United Nations and OAU/AU, and encourages all efforts to enhance it further in accordance with General Assembly resolution 55/218 of 21 December 2000. In this connection, the Special Committee urges that discussion on the exchange of staff between the secretariats of the United Nations and OAU/AU be concluded at the earliest opportunity.

112. The Special Committee welcomes the efforts of the Secretariat in the area of subregional peacekeeping training and seminars conducted in cooperation with the Southern African Development Community, the East African Cooperation, and the Economic Community of West African States, and encourages the Secretariat to extend these efforts to all other African subregional organizations.

## J. Financial issues

113. The delay in reimbursement of troop contributors remains a deep concern for the Special Committee; such delays cause hardship for all troop- and equipment-contributing countries, especially developing countries. The Committee encourages the

Secretariat to continue to expedite the processing of all claims and reiterates its request that the Secretary-General present a progress report in this regard by the next session of the Committee.

114. The Special Committee stresses that all Member States must pay their assessed contributions in full, on time and without conditions, and it reaffirms the obligation of Member States under article 17 of the Charter to bear the expenses of the Organization as apportioned by the General Assembly, bearing in mind the special responsibility of permanent members of the Security Council, as indicated in Assembly resolution 1874 (S-IV) of 27 June 1963.

## K. Other issues of serious concern to the Special Committee

115. The Special Committee recognizes the importance of ensuring that measures in the field with regard to conflict prevention, peacekeeping and peace-building are coordinated and that this is crucial for building a solid foundation for peace. The Special Committee reiterates the importance of early planning and regular coordination for peacekeeping operations and other mandated activities designed to reduce the risk of resumption of conflicts and to contribute to creating the conditions most conducive to reconciliation, reconstruction and recovery. The Special Committee also stresses the importance of formulating appropriate exit strategies in future peacekeeping operations.

116. The Special Committee strongly recommends that Member States concerned be fully consulted and provided on a timely basis with a copy of all United Nations internal investigations or inquiries into incidents, including the final outcome reached, which involve the death of or injury to personnel from Member States or loss/theft of property of Member States.

117. The Special Committee reiterates its recommendation that, in cases of alleged gross misconduct, Member States concerned be invited to take part in the investigation to the greatest extent possible, for example, through representation in the force-level international military police unit, bearing in mind the need to maintain discipline in the mission area and the desirability of justice being done in all such cases.

118. The Special Committee welcomes the circulation of sample rules of engagement to Member States, looks forward to further consultation in their finalization and welcomes the Secretariat's assurances in this regard. This will not, however, obviate the need for the development of mission-specific rules of engagement, which should be developed in consultation with prospective troop-contributing countries with a view to ensuring their uniform application.

119. The Special Committee also underlines the importance of further consultation with Member States regarding the Secretary-General's Bulletin on observance by United Nations forces of international humanitarian law (ST/SGB/1999/13).

120. The Special Committee reiterates the importance of issuing training materials in all official languages of the United Nations and, in this regard, urges that appropriate funding be made available.

121. The Committee encourages the Secretariat to provide increased assistance for the conduct of regional training programmes through the Secretariat's participation or by any other means feasible.

122. The Special Committee reiterates the importance of maintaining the cohesiveness of a peacekeeping unit once deployed and, in this context, again stresses that trainers should be trained prior to deployment.

123. The Special Committee appreciates the efforts made by the Secretariat to promote standardization and professionalism in civilian police operations and welcomes the issuance and distribution of the "Principles and guidelines for United Nations police operations", with a view to supporting the efforts of Member States to train police for participation in operations.

124. The Special Committee takes note of the Secretariat's intention to draft other rules and procedures as part of the standardization of a United Nations civilian police administrative start-up kit, such as civilian police disciplinary measures and procedures. In this context, it recommends that the Secretariat finalize this exercise in close consultation with Member States.

125. The Special Committee also looks forward to the issuance of the compendium of instances in which the Organization is due restitution, as a result of non-compliance with status-of-forces agreements or other agreements, and reiterates the need for the Secretary-

General to withhold claims submitted by Member States concerned until the matter of expenditure is resolved.

126. The Special Committee underlines the importance it attaches to rapid issuance of the Dag Hammarskjöld Medal.

127. The Special Committee reiterates its support for consideration of the issue of pre-deployment immunization for peacekeeping personnel by the appropriate bodies of the General Assembly, and looks forward to the Secretary-General's proposal for a methodology for reimbursement of troop costs, including the establishment of a standard vaccination package and identification of mission-specific vaccines and mission-specific medical and bio-chemical examinations. The United Nations should make sure that immunization of peacekeepers has taken place, to the extent possible, prior to their deployment.

128. The Special Committee encourages the Secretariat, in reforming and restructuring the mechanisms and systems on peacekeeping operations, to make maximum use of the existing resources of the United Nations system, for the purpose of full utilization and performance of the potentiality of the existing mechanisms and systems.

129. The Special Committee recommends that, when they are mandated by the Security Council as part of a peacekeeping operation, programmes for disarmament, demobilization and reintegration be provided with adequate and timely resources, and urges that consideration be given to bringing disarmament, demobilization and reintegration programmes into the assessed budgets of relevant peacekeeping operations for the start-up of an operation. The funding for such programmes would be reviewed in the course of the examination of the mission's budget.

130. The Special Committee believes that the validity of the tests administered by Civilian Police Selection Assistance Teams (SAT) should be 12 months, and requests the Secretariat to incorporate this revision accordingly into the SAT guidelines currently in use.

131. The Special Committee welcomes the review of procurement procedures carried out by the Secretariat with regard to United Nations Peacekeeping Operations and stresses the need for efficiency, propriety, accountability and transparency in the procurement process. In this regard, the Special Committee takes note of General Assembly resolution 55/247 of 12 April 2001 and other relevant resolutions of the Assembly.

132. The Special Committee, with regard to the participation of Department of Peacekeeping Operations in the Executive Committee on Peace and Security, acknowledges the need for greater coordination among United Nations departments and agencies to avoid duplication and improve effectiveness in the conduct of United Nations peacekeeping operations in all their aspects. To this end, the Committee recommends that the Secretary-General consider the establishment of a small support secretariat to service the Executive Committee on Peace and Security.

133. The Special Committee supports a review of the personal baggage allowance for a peacekeeper. Consideration should also be given to providing senior staff, officers, military observers and civilian police with the same travel arrangements as United Nations personnel at Headquarters in New York.

134. The Special Committee reiterates the importance it attaches to enhancing regular contacts between the Secretariat and Member States, in particular as they relate to facilitating the contribution and deployment of troop-contributing countries in peacekeeping operations. In this regard, the Committee requests the Department of Peacekeeping Operations to provide Member States, on a semi-annual basis, with updated lists containing the names of its key personnel and officers and their responsibilities in the relevant Offices, Divisions, Units and Sections within the Department who maintain regular contacts with the Permanent Missions of Member States on all issues related to the participation, deployment and reimbursement of their personnel in peacekeeping operations.

135. The Special Committee highly appreciates the international seminars on peacekeeping operations arranged by Member States and encourages the conduct of such seminars in the future and the circulation to Member States of their outcome. Such seminars provide a valuable opportunity to share experiences and develop a better understanding of the various facets of peacekeeping. The Committee commends all Member States who actively pursue a greater understanding of peacekeeping, and, specifically, those countries willing to host conferences distinguished by

their wide participation. A list of seminars and conferences organized by Member States on peacekeeping operations and held since the last regular session of the Special Committee is contained in annex II to the present report.

136. The Special Committee requests the Secretary-General to submit a report on progress made in the implementation of the recommendations contained in the present report, on which specific reports have not been requested, six weeks prior to its 2002 session.

# Annex I

## Composition of the Special Committee on Peacekeeping Operations at its 2001 session

*Members*: Afghanistan, Algeria, Argentina, Armenia, Australia, Austria, Azerbaijan, Bangladesh, Belarus, Belgium, Benin, Bolivia, Brazil, Bulgaria, Burkina Faso, Cameroon, Canada, Chad, Chile, China, Colombia, Congo, Côte d'Ivoire, Croatia, Cuba, Cyprus, Czech Republic, Denmark, Ecuador, Egypt, El Salvador, Estonia, Ethiopia, Fiji, Finland, France, Gabon, Gambia, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Honduras, Hungary, India, Indonesia, Iran (Islamic Republic of), Iraq, Ireland, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Lao People's Democratic Republic, Lebanon, Libyan Arab Jamahiriya, Lithuania, Luxembourg, Malawi, Malaysia, Mali, Mauritania, Mexico, Morocco, Mozambique, Namibia, Nepal, Netherlands, New Zealand, Niger, Nigeria, Norway, Pakistan, Peru, Philippines, Poland, Portugal, Republic of Korea, Republic of Moldova, Romania, Russian Federation, Senegal, Sierra Leone, Singapore, Slovakia, Slovenia, South Africa, Spain, Sudan, Sweden, Syrian Arab Republic, Thailand, Togo, Tunisia, Turkey, Uganda, Ukraine, United Kingdom of Great Britain and Northern Ireland, United States of America, Uruguay, Venezuela, Yugoslavia, Zambia and Zimbabwe.

*Observers*: Dominican Republic, Saudi Arabia, Switzerland and the Holy See.

# Annex II

## 2000-2001 seminars and conferences*

| *Title of conference or seminar* | *Location* | *Date* | *Sponsor/Organizer* |
|---|---|---|---|
| 1. 2000 International Peace Academy Vienna Seminar on "Sharing political space in peacemaking: the United Nations and regional organizations" | Vienna | 6-8 July 2000 | Austria |
| 2. 2001 International Peace Academy Vienna Seminar on "Promoting institutional responses to the challenges on the Caucasus" | Vienna | 5-7 July 2001 | Austria |
| 3. United Nations Police Trainer Course | Budapest | 12-15 April 2000 | Hungary |
| 4. Challenges of peacekeeping into the twenty-first century — peacekeeping 2015: a perspective | New Delhi | 13-15 September 2000 | India |
| 5. Seminar on the safety of United Nations peacekeepers and associated personnel working in conflict zones | Tokyo | 15-16 March 2001 | Japan, Sweden, United Nations |
| 6. United Nations Training Assistance Teams (UNTAT) seminar | Panchkhal, Nepal | 24 April-12 May 2001 | Canada, Nepal, Poland, United Nations |
| 7. Seminar on the issue of small arms disarmament within the context of peacekeeping | Warsaw | 18-19 September 2000 | |
| 8. Conference on the reform process of United Nations peace operations: debriefing and lessons | Singapore | 2-3 April 2001 | Japan, Singapore, United Nations Institute for Training and Research |
| 9. United Nations Civilian Police | Avila, Spain | | Spain |

* Seminars are listed in alphabetical order of host country; sponsors/organizers are listed in alphabetical order.